

Annex A

Specification / Scope of Requirement

1. INTRODUCTION

1.1. BRIEF ISSUE

This brief is issued by the National Museum of the Royal Navy Operations (NMRN Operations) for the provision of consultancy services to support a process of review and tender for ticketing and payment systems platforms. Firstly by supporting an audit and scoping process to assess our needs, secondly by collaborating on a market review and procurement exercise, and finally by supporting the integration and implementation of the chosen system.

1.2. THE NATIONAL MUSEUM OF THE ROYAL NAVY (NMRN) OVERVIEW

The National Museum of the Royal Navy (NMRN) was established in 2009 and is the youngest national museum. It tells the story of the four fighting forces of the British Royal Navy, the Royal Marines, the Fleet Air Arm, the Submarine Service and the Surface Fleet.

Its vision is: *To be the world's most inspiring Naval Museum, Linking Navy to Nation*

Its mission is: *Inspiring enjoyment and engagement with the continuing history and modern role of the Royal Navy and the Royal Navy's impact on shaping both our nation and the modern world.*

The Museum is based across five geographical locations; Portsmouth and Gosport both in Hampshire, Yeovilton in Somerset, Hartlepool in County Durham and Belfast in Northern Ireland. Across these sites NMRN holds the nation's richest and most diverse collection of historic warships including the 'nation's flagship' HMS Victory. Each site is unique, and feature a mixture of ships and museums, details of each site and its corresponding audience are expanded on in section 2.

Nine of the ships in the Museum's care, (HMS Victory, HMS Warrior, HMS Trincomalee, Holland 1, HMS Caroline, HMS M33, RML 497, LCT 7074 and HMS Alliance) are recognised as being of national significance by the National Register of Historic Vessels and are included in the National Historic Fleet. In addition, NMRN holds a significant air craft collection which represents the Fleet Air Arm Story.

NMRN also cares for a collection of over 2.5million items which tell the epic story of the Royal Navy from its origins in 625AD to today, it is the country's most comprehensive collection of Royal Navy heritage, and holds national and international significance.

NMRN is a National Museum with a nationally recognised collection and as such, is a member of the National Museum Directors Council. It is also a Service Museum, and therefore receives its grant in aid support from the Ministry of Defence, via the Royal Navy akin to the National Army Museum and the Royal Air Force Museum. NMRN's level of public funding does not enable it to meet costs sufficiently to offer free visitor access (in line with other national museums) and therefore it is dependent on its commercial revenue streams (in particular its admission fees) and fundraising endeavours to bridge the gap.

1.3. STRATEGIC OBJECTIVES

In 2022 the trustees of the Museum in collaboration with the Executive developed a new strategic plan for NMRN developing beyond the first decade of its life and steering its direction out of the COVID 19 crisis. This plan identifies the following strategic aims:

1. Strategic Aim 1 Audiences

- Strategic Objective 1.1 Grow and diversify our global audiences – nationally, on site and online
- Strategic Objective 1.2 Create innovative and inspirational experiences, services and products
- Strategic Objective 1.3 Build our brand and reputation as the authority on the Royal Navy story

2. Collections

- Strategic Objective 2.1 Sustain and develop our world-class collections and sites
- Strategic Objective 2.2 Explore different Royal Navy story perspectives with our diverse audiences
- Strategic Objective 2.3 Extend access to our collections and sites through digital transformation

3. Sustainability

- Strategic Objective 3.1 Grow our income and financial resilience to secure long-term sustainability
- Strategic Objective 3.2 Reduce our carbon consumption and transform our estate
- Strategic Objective 3.3 Build partnerships and influence

The strategy also recognised that none of this will be achieved without the skills, dedication and hard work of NMRN's people and therefore seeks to:

- Value and empower our people
- Are outward-facing, inclusive and audience-led
- Build a culture of innovation and enterprise
- Be sustainable in all that we do

This strategic plan is delivered through the implementation of a Corporate Plan, directed and delivered by the Executive.

1.4. THE BRIEF

NMRN Operations is looking to procure consultancy services to support a process of review and tender for ticketing and payment systems platforms that supports NMRN's Strategic Aim 1, to grow and diversify our audiences and by creating innovative and inspirational experiences, services and products; and Strategic Aim 3 by growing our income and financial resilience to secure long-term sustainability. These represent core business critical functions.

NMRN's current ticketing system is Gateway Ticketing Systems, which has been in place since 2016. The system provides the following:

- Online ticketing platform for visitors to purchase tickets in advance of their visit, including booking a timed slot and enabling ticket confirmation and print at home ticket functionality.
- Onsite ticketing solution to purchase tickets through an EPOS system and ability to upgrade ticket from one ticket type to another.
- Additional functionality to enable bookings for other activities including workshops, events and temporary attractions.
- Processing of other transactions including donations, agency fees etc. and integration with third party booking agents.
- Scanning recognition to record number of visits, activate ticket redemption, access limitation to a pre-paid number of attractions and capacity management.
- To provide reporting functionality to measure/manage booking data and visit information.
- Processing of NMRN retail sales online and onsite.
- Connection to the NMRN finance systems to process and record sales data, manage disbursements to the separate partners within the PHD agreement and create required documentation including VAT receipts.
- To report financial activity in a granular way including VAT, Gift Aid and share reporting.
- Connection to the NMRN CRM system (Microsoft Dynamics 365) to capture and store customer data and buying behaviour.
- Connection to payment solution providers to enable NMRN to process card payments.

NMRN's current payment processing platform is World Pay which was installed with Galaxy in 2016. World Pay offers the ability to take card payments onsite and via mobile and our websites. It manages merchant verification and security checks, deals with currency conversion and connects to our ticketing and finance systems to provide records of sales.

We are seeking to review these contracts for the following reasons:

- We are bound by public sector procurement guidance to ensure that we are receiving best value for money on systems and services used by the museum. With the current systems in place for six years, we wish to ensure that our contracts remain commercially competitive
- We have made (and continue to make) operational changes to our business models and want to ensure that we have systems that are best able to meet those needs now and in the next five years
- Between 2021 and 2023 we will have upgraded all of our web platforms to provide an improved customer journey online, we want to ensure that the connection between our website and webstore is seamless and the systems we have in place fully support that customer journey
- We want to ensure that we are maximising on the latest technical functionality that improves our visitors experience of purchasing and redeeming a ticket including the use of

functions such as Apple and Google Pay, repeating card payments, Gift tickets, Apple Wallet etc.

- We want to ensure we managing commitments related to ongoing costs as economically as possible, including transaction charges, subscription fees, authentication costs and service and development annual payments as economically as possible.
- We want to identify if there is costs saving opportunities through greater integration with other systems across the organisation or through lesser reliance on manual interventions and improved automation.
- We want to ensure that we are informing our marketing and sales strategy through analysis of data and that we have a system that provides us with the best possible data to inform decision making both at this and an operational level; and that it can provide the data required for different business functions.
- That we are working with systems that meet all of our legal compliances.

We are looking for a consultant to support us in the process for identifying and implementing the correct system solutions. The appointed consultant will work with our internal specialist teams to ensure that we fully understand our requirements, focussing on system functionality and outcomes and seeking to identify efficiencies for our team and customers; as well as keeping one on future opportunities.

For the purposes of quoting for this tender we have broken the desired activity into a series of packages of work, which are outlined below:

- **Package 1** Audit and scoping process to assess organisational needs and developing a set of detailed requirements
- **Package 2** To support NMRN through market review and procurement of a chosen system, working within its public procurement framework
- **Package 3** Providing Project Management Support through installation and implementation of the system

The scope of each package is outlined further in section 3.

2. OUR SITES, TICKETING AND OPERATIONAL CONSIDERATIONS

2.1. NMRN PORTSMOUTH, GOSPORT AND PORTSMOUTH HISTORIC DOCKYARD OVERVIEW

Portsmouth Historic Dockyard (PHD) is the destination brand attached to NMRN's offer at Portsmouth and Gosport. Geographically, it is located adjacent to His Majesty's Naval Base Portsmouth one of three operating bases in the United Kingdom for the Royal Navy. It is the headquarters for two-thirds of the Royal Navy's surface Fleet and the oldest naval base in the services history.

Maintenance and guardianship of the historic PHD estate is managed by our landlords the Portsmouth Naval Base Property Trust (PNBPT) who also operate some areas of the site directly. They offer free access to the site through the Heritage Quarter Pass (HQP), and to the attractions in their care which include restaurants, shops and boat building training facilities. They also have a collection of historic vessels which visitors can take a ride on for an additional charge.

The PHD brand however, is marketed and operated jointly by NMRN in partnership with the Mary Rose Trust (MRT), since August 2020 via PHD Operations through a newly introduced joint ticketing offer. This enables visitors to purchase one ticket and visit all attractions on site under their care as well as the free assets offered by the HQP.

For this reason MRT is a key stakeholder in the process for the retendering the system and representatives will also participate in collaborating with the chosen consultant.

Any tickets sold for the dockyard are administered by the NMRN team and are recorded through its finance systems. An shared profit agreement is in place which takes the income from admissions revenue and shares it with the dockyard partners as outlined below:

- NMRN 64.92%
- MRT 28.22%
- Portsmouth Naval Base Property Trust and Wight Line 6.86%

2.1.1 PHD VISITOR EXPERIENCE

PHD is the home to:

- **The Mary Rose Museum – operated by MRT**
The Mary Rose was the flagship of Henry VIII that served in his fleet for 34 years before sinking during the Battle of the Solent in 1545, with the king watching from nearby Southsea Castle. Her remains were raised in 1982, and are now on display along with thousands of the original objects recovered alongside the ship, giving a unique and moving insight into life in Tudor England. She is the only ship of her kind on display anywhere in the world.
- **HMS Victory – operated by NMRN**
One of the most celebrated warships in Britain's naval history, visitors can see HMS Victory through Vice-Admiral Lord Nelson's eyes as his flagship is presented as she was in her Georgian heyday. Soak up the atmosphere as the ship and her crew get ready for the Battle of Trafalgar, see where sailors and officers ate and slept, and feel the drama and impact of the day that changed history forever.
- **HMS Victory: The Nation's Flag Ship – operated by NMRN**
Discover the extraordinary story of this National Treasure from acorn to Icon. The gallery details the extraordinary story of the oldest naval ship in the world still in commission, and explores her lesser-known history from construction through her illustrious career and meet some of the people who have worked on her.

- **Victory Live: The Big Repair – operated by NMRN**
Get under the skin of HMS Victory and learn about the once-in-a-lifetime project to fight the impact of moisture, fungus and pests that threaten her; meet the incredible teams fighting to protect her and see her as never before by climbing aboard the scaffold that encases her in this unique and ground-breaking experience.
- **HMS Warrior – operated by NMRN**
Climb onboard the largest, fastest and most powerful warship of Queen Victoria's fleet, HMS Warrior and experience life onboard to reflect the crews experience of a Victorian battleship in 1860.
- **The National Museum of the Royal Navy – operated by NMRN**
The National Museum of the Royal Navy Portsmouth showcases treasures from the past 350 years and examines the common threads which link the sailor of England's 'Wooden Walls' to the professional crews of today across a series of galleries.
- **HMS M.33 – operated by NMRN**
Descend into the bottom of the dock and step aboard HMS M.33, the only British warship from the First World War that is open to the public. Immerse yourself in the stunning battle experience, hear the stories of the men who served on board and the bloody history of the Gallipoli Campaign which brings HMS M.33's remarkable history to life.
- **Commando Experience at Action Stations – operated by NMRN**
Puts visitors at the heart of the Royal Navy's elite amphibious force, with a series of Royal Marines Commando-style physical challenges for visitors. Visitors can scramble up a climbing wall, have a go at the Ocean Warrior assault course or book a private party in the laser quest facility. This site is expected to become the permanent home of the Royal Marines Museum as part of NMRN's capital development plans.
- **Boathouse 4 – operated by Portsmouth Naval Base Property Trust**
Boathouse 4 was built in 1939 in response to the need for a rapid rearmament programme prior to the start of World War II. This vast building, incorporating its own dock and locks, is typical of 1930s military industrial architecture and houses boat building courses and training centre.

In addition, there is a **Harbour Tours** and **Water Bus service** (operated by a third party on behalf of PHD Operations) which provides visitors with the opportunity to get on the water and also to reach Gosport where they can visit:

- **The Royal Navy Submarine Museum and HMS Alliance - operated by NMRN**
Discover HMS Alliance, the only remaining Second World War era submarine. Explore the decks and narrow corridors, look through the original periscope and hear the stories of those who served onboard.
- **Explosion Museum of Naval Firepower – operated by NMRN**
Uncover the incredible stories of designers, makers, and seaman who worked on armaments over the centuries and listen to first-hand accounts of the munition workers who dealt with dangerous materials. Also, home to new permanent gallery; The Night Hunters: The Royal Navy's Coastal Forces at War. Discover the high-risk, high-octane operations of the coastal forces in both world wars.

2.1.2 PHD TICKETING

The PHD ticketing strategy was developed with the MRT during the formation of the PHD Operations partnership in 2020. It is based around a decoy pricing model seeking to drive visitors to choose a specific ticket. In a change to previous operations, it also focuses on yield protection strategy, prioritising ticket yield over volume of sales. As such this gives us more security in identifying admissions projections and is supported by a policy of driving tickets to be bought directly from us with our online price the 'best value' ticket on the market.

Visitors to PHD site are presented with three paid ticket options across three ticket types, Adult, Senior and Child:

- **One Attraction Ticket (circa 27% of tickets sold generating 20% of our revenue)**
Our only ticket to not offer an online discount, this ticket provides single use access to one of the attractions on site. It is our second most popular ticket and is bought largely through walk up sales. Uptake for the ticket is largely for visits to HMS Victory (including Victory Live and Victory Gallery), Mary Rose and the Submarine Museum. This ticket is not Gift Aidable.
- **Three Attraction Ticket (circa 13% of tickets sold generating 16% of our revenue)**
Our least popular ticket, it gives visitors access to three attractions and can be used as many times as they like over a 12 month period from the date of the first visit. It is mostly used on HMS Victory, Mary Rose, HMS Warrior and the Submarine Museum. This ticket can also be Gift Aided, offering another 25% revenue per sale.
- **Ultimate Explorer (circa 60% of tickets sold generating 64% of our revenue)**
Our best value and most popular ticket it provides unlimited access to all attractions for a 12 month period and is the only ticket which provides access to the Harbour Tours offer. This ticket can also be Gift Aided, offering another 25% revenue per sale.

In addition we offer specific Family Packages, Family 1 for one adult and up to three children and Family 2 for two adults and up to three children. Planned 2023-24 pricing is outlined below:

| PHD Pricing | | | | | | | | | | |
|---------------------|---------------|-----|---------------|-----|------------------|-----|-----------------------|------|----------|------|
| | | | | | | | | | | |
| Independent Tickets | Adult | | Child | | Senior | | Family 1 | | Family 2 | |
| | Online | WU | Online | WU | Online | WU | Online | WU | Online | WU |
| One Attraction | £29 | £29 | £24 | £24 | £28 | £28 | N/A | N/A | N/A | N/A |
| Three Attraction | £34 | £39 | £24 | £29 | £33 | £38 | N/A | N/A | N/A | N/A |
| Ultimate Explorer | £39 | £44 | £29 | £34 | £38 | £43 | £95 | £100 | £120 | £125 |
| | | | | | | | | | | |
| Groups Tickets | Adult Advance | | Child Advance | | Group Concession | | International Student | | | |
| One Attraction | £21 | | £18 | | £21 | | £14 | | | |
| Three Attraction | £29 | | £21 | | £28 | | £21 | | | |
| Ultimate Explorer | £33 | | £25 | | £32 | | £25 | | | |
| | | | | | | | | | | |
| Schools Tickets | Pupil Advance | | | | | | | | | |
| Discovery Visit | | | | | | | | | | |
| One Attraction | £5 | | | | | | | | | |
| Three Attraction | £8 | | | | | | | | | |
| Ultimate Explorer | £12 | | | | | | | | | |
| Discover More Visit | | | | | | | | | | |
| One Attraction | £6 | | | | | | | | | |
| Three Attraction | £9 | | | | | | | | | |
| Ultimate Explorer | £13 | | | | | | | | | |
| Discover More Live | | | | | | | | | | |
| Ultimate Explorer | £13 | | | | | | | | | |

2.1.3 PHD OPERATIONS

In 2022 around 40% of our tickets were sold via our website platforms whilst 60% were bought at our visitor centre. This represents similar performance to pre COVID trends, but is a marked decline from 2020 and 2021 operations. We are seeking to improve our online performance through investment in our websites seeking to improve customer journey and conversion, the right ticketing system is also key in achieving this.

Tickets can be bought at any time and when purchasing online visitors are asked to select a date and time for their first visit. However, tickets are not redeemed on the system until they scan in on site, and if they are a Three Attraction or Ultimate Explorer then they are valid for one year from that date. One attraction tickets expire the day that they are activated.

There are three entry points to the site. The main Victory Gate entrance at Portsmouth accounts for the greatest proportions of entries, here visitors are taken through the Visitor Centre before entering the site where they are upsold tickets, guide books and Gift Aid. The other two entry points are at Gosport where first entry and initial ticket redemption can happen at the Explosion! Museum and The Royal Navy Submarine Museum. Visitors can then access the Waterbus to visit the Portsmouth site.

Each paid attraction on site is staffed and tickets are checked as visitors move around the site. Each ticket is scanned to ensure that it is valid for entry. If a visitor has a one attraction ticket, the system will recognise the first attraction scanned and it will only be valid for that attraction, showing an error message if scanned for another attraction. If a visitor has a three attraction ticket, the system will recognise the first three attractions scanned and it will only be valid for those three attractions for the year the ticket is valid.

An Ultimate Explorer ticket will provide access to all attractions across the Portsmouth and Gosport sites including the Harbour Tours and will be active for the full year.

On occasion some attractions are offered as free entry elements (currently this includes Action Stations Commando Experience). Here a ticket will be scanned but it will not impact the validity of the ticket against the chosen attractions.

Operational teams are asked to ensure every ticket is scanned ahead of entry to the attraction to avoid fraudulent use and to enable us capture scan data which helps us to understand visitor behaviour on site.

2.2. FLEET AIR ARM MUSEUM OVERVIEW

The Fleet Air Arm Museum (FAAM) is based in Yeovilton, Somerset. Geographically, it is located adjacent to the Royal Naval Air Station Yeovilton one of two active Fleet Air Arm bases.

The Museum is made up of four exhibition halls and holds over ninety aircraft as well as more than 2 million records and 30 thousand artefacts. It is Europe's largest naval aviation Museum. It also has an airfield viewing area, offering visitors views of modern service personnel take off and landing at the site and providing an important link to the modern service story.

This attraction is managed by NMRN in its entirety and no revenue sharing agreements are in place.

2.2.1 FAAM VISITOR EXPERIENCE

Highlights from the site include:

- **Concorde 002**
Find out the fascinating story behind this prototype as it was tested and developed to shape the 16 Concorde that went into service for Air France and British Airways On board the world-famous Concorde 002 you can marvel at this amazing feat of modern technology, discover how it reached incredible speeds in excess of 1,300 mph and changed the world of commercial aviation forever.
- **Saved! 100 years of Search and Rescue**
You will uncover the astonishing 100-year history of this service from the people who shaped it to the actual aircraft they use and even get the chance to walk through a Search and Rescue Sea King helicopter!
- **Pioneers to Professionals: Women of the Royal Navy**
Discover the awe-inspiring story behind the pioneering women who laid the foundations for the Women's Royal Navy Service and shaped it into what it is today.
- **Aircraft Carrier Experience – Airfield at Sea**
Be transported onto the flight deck of a working Aircraft Carrier and see naval aircraft in their natural home, the aircraft carrier. Discover the evolution of Aircraft Carriers from the dawn of naval air warfare to the everchanging modern world and the hurdles needed to overcome. You will witness the dangers of aircraft taking off and landing on a moving runway at sea, how crews overcome these challenges and how the highly skilled men and women of an aircraft carrier operate a city at sea.
- **40th Anniversary Falklands Conflict exhibition**
See the Falklands war through the eyes of a Royal Navy Petty Officer who served during the war.

2.2.2 FAAM TICKETING

The FAAM ticketing strategy was tweaked in 2020 to bring it in to line with some of the learnings we had undertaken from the PHD strategy. The site also puts yield ahead of volume and limits discounting.

Visitors to the site are presented with one paid ticket option, across three ticket types, Adult, Senior and Child, providing access to the whole museum and can be redeemed multiple times across 12 months.

In addition we offer specific Family Packages, Family 1 for one adult and up to three children and Family 2 for two adults and up to three children. Planned 2023-24 pricing is outlined below:

| FAAM Pricing | | | | | | | | | | |
|---------------------|---------------|--------------------------------|---------------|-----|------------------|-----|-----------------------|-----|----------|-----|
| Independent Tickets | Adult | | Child | | Senior | | Family 1 | | Family 2 | |
| | Online | WU | Online | WU | Online | WU | Online | WU | Online | WU |
| | £15 | £19 | £10 | £14 | £14 | £18 | £30 | £39 | £40 | £49 |
| Groups Tickets | Adult Advance | | Child Advance | | Group Concession | | International Student | | | |
| | £12.75 | | £9.40 | | £11.25 | | £7.50 | | | |
| Schools Tickets | Pupil Advance | | | | | | | | | |
| Discovery Visit | £4.50 | | | | | | | | | |
| Discover More Visit | £5.50 | | | | | | | | | |
| Discover More Live | £4.50 | Plus £80 per one hour workshop | | | | | | | | |

2.2.3 FAAM OPERATIONS

In 2022 around 66% of our tickets were sold via our website platforms whilst 34% were bought at the Museum. This represents similar but slightly improved performance to pre COVID trends, and it is the site that has held its web performance most effectively from 2020 and 2021 operations. Investment in the website we hope will continue to support positive web performance seeking to improve customer journey and conversion, the right ticketing system is also key in achieving this.

Like PHD, tickets can be bought at any time and when purchasing online visitors are asked to select a date and time for their first visit. However, as with PHD tickets are not redeemed on the system until they scan in on site.

There is one main entry point for visitors to the site, with an alternative accessible entrance. Visitors tickets are redeemed at one of these two points and then directed into the museum, which is a series of interconnected hangers. Tickets are not needed again until a repeat visit.

Operational teams are asked to ensure every ticket is scanned ahead of entry to the Museum to avoid fraudulent use and to enable us capture scan data which helps us to understand visitor behaviour on site.

2.3. NATIONAL MUSEUM OF THE ROYAL NAVY HARTEPOOL OVERVIEW

The National Museum of the Royal Navy Hartlepool (NMRNH) is based in Hartlepool in County Durham. A seaside and port town it has a long history of Royal Navy recruitment and ship building.

The Museum is made up of a series of spaces around a recreated 18th century seaport with HMS Trincomalee a Royal Navy Frigate and Britain's oldest floating warship at the centre of the quay.

2.3.1 NMRNH VISITOR EXPERIENCE

Highlights from the site include:

- **HMS Trincomalee**
Climb aboard the last remaining Royal Navy ship to be built in India, HMS Trincomalee. Docked in Hartlepool, you will discover the rich history of this extraordinary ship and experience the hierarchy of life at sea from the captain's cabin to the crew's mess deck.
- **HMS Trincomalee Exhibition**
Located on the historic quayside, the HMS Trincomalee Exhibition is home to the story of HMS Trincomalee, from her build in India to her restoration in Hartlepool, as well as the famous figurehead which was mounted on the ship for 150 years!
- **Fighting Ships**
See the secrets of war unfold before you in the moving and stirring story of HMS Prosperity. Move through the exhibition as each part of the ship is brought to life and the stories of those who served onboard are revealed. Narrated by a young member of the ship's crew, the dramatic reconstruction of what happened is unleashed for all to see, hear and feel.
- **Recreated Georgian Quayside**
Take in the historic quayside setting at the National Museum of the Royal Navy Hartlepool. Travel back in time to the recreated 18th century seaport and its beautiful waterside setting. See how tradesmen like tailors, printers and instrument makers earned a wage. You can also see how people spent their leisure time playing traditional games.
- **Horrible Histories Pirates: UK exclusive!**
The bestselling series, by Terry Deary and illustrator Martin Brown, takes buccaneers of all ages on an epic adventure across the seven seas with hands-on displays and interactive exhibits in this temporary display. Follow a bossy pirate parrot and his ratty shipmate on a hilarious journey as you discover wicked weapons, terrible tactics and prisoner punishment used by Blackbeard himself. Lively illustrations, foul facts and gruesome games bring the stories of putrid pirates to life.

This attraction is managed by NMRN in its entirety and no revenue sharing agreements are in place.

In addition to the current offer NMRN has recently acquired a 58,000 square foot, three-acre site, with 250 car parking spaces, which lies alongside NMRN Hartlepool, unlocking much-needed space for an ambitious expansion which includes new galleries, conservation workshops, reception and retail space. This forms part of wider plans by Hartlepool Borough Council and the Tees Valley Authority to redevelop the waterfront space in which NMRNH sits.

This project is at its early stages of development and consequently a range of operational decisions have not yet been made about how ticketing may work on the site, therefore we need to factor future-proofing of the site into our planning for future systems.

2.3.2 NMRNH TICKETING

The NMRNH ticketing strategy was tweaked in 2020 to bring it in to line with some of the learnings we had undertaken from the PHD strategy. The site also puts yield ahead of volume and limits discounting.

Visitors to the site are presented with one paid ticket option, across three ticket types, Adult, Senior and Child, providing access to the whole museum and can be redeemed multiple times across 12 months.

In addition we offer specific Family Packages, Family 1 for one adult and up to three children and Family 2 for two adults and up to three children. Planned 2023-24 pricing is outlined below:

| NMRNH Pricing | | | | | | | | | | |
|---------------------|---------------|---------------|---------------|----|------------------|----|-----------------------|-----|----------|-----|
| Independent Tickets | Adult | | Child | | Senior | | Family 1 | | Family 2 | |
| | Online | WU | Online | WU | Online | WU | Online | WU | Online | WU |
| | £8 | £10 | £6 | £8 | £8 | £9 | £30 | £39 | £40 | £49 |
| Groups Tickets | Adult Advance | | Child Advance | | Group Concession | | International Student | | | |
| | £7.50 | | £6 | | £6 | | £6 | | | |
| Schools Tickets | | Pupil Advance | | | | | | | | |
| Discovery Visit | £4.50 | | | | | | | | | |

2.3.3 NMRNH OPERATIONS

In 2022 around 40% of our tickets were sold via our website platforms whilst 60% were bought at the Museum. This represents similar but slightly improved performance to pre COVID trends, although a drop off from 2020 and 2021 operations. Investment in the website we hope will continue to support positive web performance seeking to improve customer journey and conversion, the right ticketing system is also key in achieving this. However, we know the local market of Hartlepool and the relatively low walk up price means it is always likely to perform best in Walk Up.

Like PHD and FAAM, tickets can be bought at any time and when purchasing online visitors are asked to select a date and time for their first visit. However, as with PHD tickets are not redeemed on the system until they scan in on site.

There is one main entry point for visitors to the site, via a single visitor and shop entrance. Visitors tickets are redeemed at one of these two points and then directed into the museum, which is a series of interconnected buildings around a central quayside location in which HMS Trincomalee is moored. Tickets are not needed again until a repeat visit.

Operational teams are asked to ensure every ticket is scanned ahead of entry to the Museum to avoid fraudulent use and to enable us capture scan data which helps us to understand visitor behaviour on site.

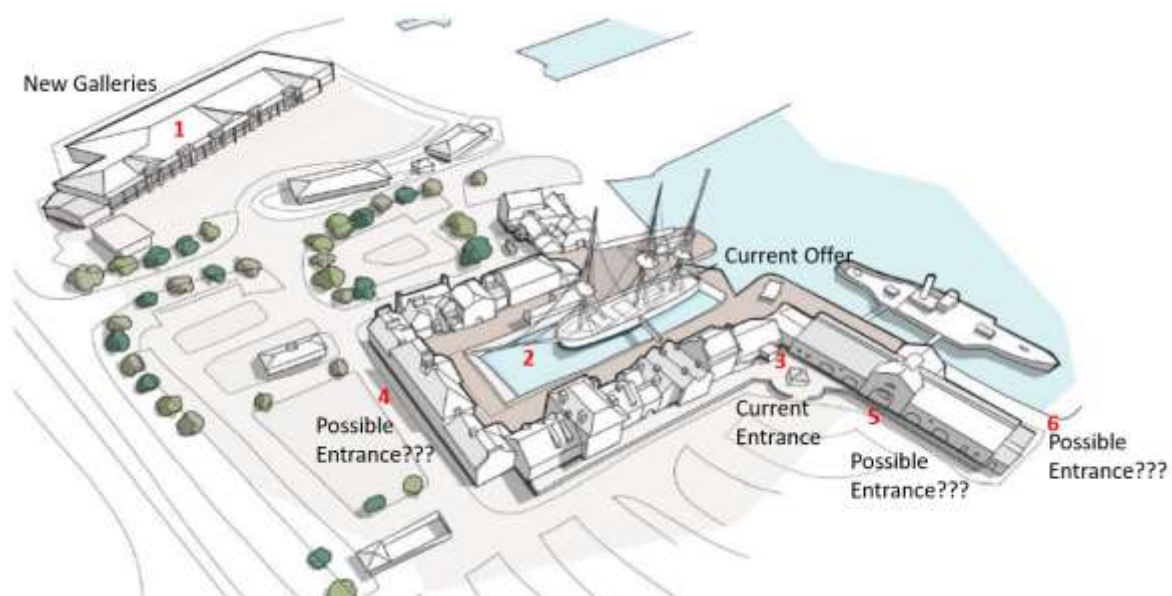
2.3.4 NMRNH FUTURE OPERATIONS

NMRN has recently acquired a new space which it intends to use to extend the offer at Hartlepool and display new and unseen collections.

The diagram below details the layout of the site in relation to the current site. The new galleries building are marked 1 in the top left corner, across the road from the existing museum site, marked 2.

The current entrance, marked 3, can be seen in the lower part of the diagram and takes visitors into the shop, it is the only entrance and exit to the current site.

Whilst plans for the site are still very much in their early phases other entrances are being considered indicated here by number, 4, 5 and 6. Whatever the operational model chosen it is likely greater flexibility will be sought from the ticketing system at Hartlepool, and in all likelihood it will need to follow a model more akin to the PHD set up, with central ticketing attached to each 'attraction' or element of the offer.



2.4. HMS CAROLINE OVERVIEW

HMS Caroline (HMSC) is located in the Titanic Quarter of Belfast, a 185 acre urban-waterfront regeneration project and the site where RMS Titanic was designed and built. The Titanic quarter is based in central Belfast, and through its location is aligned to the wider tourism offer for Northern Ireland.

HMSC is a decommissioned C-class light cruiser of the Royal Navy that served in the First World War at the battle of Jutland and as an administrative centre in the Second World War.

The site centres around the ship, but is complimented by the adjacent pumphouse site which housed an exhibition on the history of HMSC.

HMSC closed in March 2020 in response to the pandemic, but has yet to reopen. It is scheduled to reopen in March 2023. This delay has been brought about by uncertainty around the funding and operational responsibilities for HMSC.

2.4.1 HMSC VISITOR EXPERIENCE

Highlights from the site include:

- **Life on Board**
Walk into the authentic historical spaces on board HMS Caroline and it'll feel like the crew never left! Could you have slept in a hammock like the marines and seamen? Or would only the Captain's Quarter have done for you?
- **Engine Room**
Dive down below the waterline of HMS Caroline and see her incredible engine room, preserved just as it was when she was an active warship. Experience the sights, hear the rumble of her turbines, and maybe even catch the faint whiff of oil as you explore the very heart of the ship!
- **Virtual Access Suite & Signal School**
The incredible interactive displays will get you hands on with history! Crack codes, steer the ship, or learn how Dive down below the waterline of HMS Caroline and see her incredible engine room, preserved just as it was when she was an active warship. Experience the sights, hear the rumble of her turbines, and maybe even catch the faint whiff of oil as you explore the very heart of the ship!

2.4.2 HMSC TICKETING

HMSC's closure means that we have no recent data on its sales performance or trends. Ahead of reopening ticket prices have been reviewed and planned 2023-24 pricing is outlined below:

| PHD Pricing | | | | | | | | | | | |
|---------------------|---------------|-----|---------------|----|------------------|-----|-----------------------|-----|----------|-----|--|
| Independent Tickets | Adult | | Child | | Senior | | Family 1 | | Family 2 | | |
| | Online | WU | Online | WU | Online | WU | Online | WU | Online | WU | |
| | £9 | £11 | £7 | £9 | £8 | £10 | £18 | £22 | £23 | £27 | |
| Groups Tickets | Adult Advance | | Child Advance | | Group Concession | | International Student | | | | |
| | TBC | | TBC | | TBC | | TBC | | | | |
| Schools Tickets | | | | | | | | | | | |
| Pupil Advance | | | | | | | | | | | |
| Discovery Visit | TBC | | | | | | | | | | |

2.4.3 HMSC OPERATIONS

Like the other sites, HMSC tickets can be bought at any time and when purchasing online visitors are asked to select a date and time for their first visit. However, as with all NMRN tickets they are not redeemed on the system until they scan in on site.

HMSC visitors are directed through a visitor entrance point on the quayside called the pumphouse. This also houses a contextual display on the history of the ship. Visitors can experience this and then move to the ship or skip it and head straight to the ship entrance.

Operational teams are asked to ensure every ticket is scanned ahead of entry to the Museum to avoid fraudulent use and to enable us capture scan data which helps us to understand visitor behaviour on site.

3. ADDITIONAL SYSTEM USE AND INTERDEPENDANCIES

Due to the nature of NMRN's evolution as brand, incorporating new sites and partnerships over time, much of the technical infrastructure that has been put in place has evolved organically and is not necessarily developed with a wider cohesion in mind.

The incorporation of Galaxy into the current infrastructure is therefore a mixture of 'design' and 'necessity'.

We have outlined below some of the current uses and interdependencies that that system has which provide additional functionality:

- Retail and Catering Functions – The system currently support our retail and catering offerings on site, connecting to stock control systems and enabling us to process sales.
- Discreet Product Offer – The system also supports payment for other products as required including the Laser Quest offer at PHD.
- CRM System – The system collects customer data, which is held in the NMRN's CRM System, Microsoft Dynamics. Until 2022 this was licenced through the Galaxy solution, however we have now taken ownership of the tennant to give us greater control of the data and undertake further developments.
- Venue Hire and Room Boking – The system also enables us to manage attraction availability and book out spaces for Venue Hire opportunities.
- Groups Bookings – The system enables us to process groups bookings at groups rates and to book spaces (such as school lunchrooms) connected to those bookings.
- Promotions Partners – We are in the process of implementing a partnership portal element, enabling us to process third party sales through promotions and discounts partners directly through the system and eliminating some of the current manual intervention.
- Gift Cards/Stored Value – For Christmas 2022 we have launched our pilot Gift Card project, enabling visitors to purchase an Ultimate Explorer ticket online as a Gift for someone else. This functionality is currently only available for PHD.
- SSRS Reporting – Simple reporting functionality is available through the SSRS reporting platform offering details on booking data, scan data and other key data sets. This is not complete however and other data has to be sourced via the finance and CRM platforms.
- Finance Systems (PSF) – The system connects to the NMRN finance system PSF, processing, recording and reporting financial transactions and relating them to the channels in which they are generated.

There are a couple of areas of our income services that the system does not support and where other systems or interventions have been made:

- Donations and Membership – Currently NMRN membership is managed through a separate donation's platform, Go Donate. This is also the main portal for individual giving donations.
- Recurring Card Payments – The current system does not offer functionality for auto renewal of tickets through recurring card payments. As part of a strategy to develop a loyalty model for ticket holders of the annual tickets we established this functionality through the Go Donate platform.
- Events and Ad Hoc Activities – Many events activities are set up through Galaxy, however on occasion due to the time required to develop new ticketing in the system teams have chosen to use systems such as Event Bright to run ticketing for events.

4. DETAILED SCOPE OF SERVICE

4.1. WORKING GROUP

The scope of works will need to be delivered in collaboration with a core working group of representatives from across the four sites. This will include but is not limited to:

- Director of Marketing (NMRN)
- Director of Development and Marketing (MRT)
- Customer Relationship Management Lead (NMRN) – LEAD CONTACT
- IT Manager (NMRN)
- Deputy Executive Director Resources (NMRN)
- Management Accountant (NMRN)

In addition to the core group you will also work with a wider group of stakeholders including but not limited to:

- Operational representatives from each site (NMRN and MRT)
- Head of Marketing (MRT)
- Digital Marketing Lead (NMRN)
- Web Developer (NMRN)
- Head of Commercial Services (NMRN)
- Group Sales and Trade Manager (NMRN)
- Governance Manager (NMRN)
- Procurement Officer (NMRN)
- Sales Manager (MRT)

4.2 PACKAGES OF WORK

The brief has broken the scope of service into 3 packages of work. At this stage we are seeking quotes for each package. We will only be able to confirm how many of the packages of work we will action when we have a better understanding of the costs involved.

- **Package 1** Audit and scoping process to assess organisational needs and developing a set of detailed requirements
- **Package 2** To support NMRN through market review and procurement of a chosen system, working within its public procurement framework
- **Package 3** Providing Project Management Support through installation and implementation of the system

Package 1 Audit and scoping process to assess organisational needs and developing a set of detailed requirements

Detailed requirements:

- To work with key stakeholders including the Director of Marketing (NMRN) and Director of Development and Marketing (MRT) to understand the aspirations for admissions strategy and development across the sites
- To undertake a review of the ticketing and admissions needs to understand the current use and functionality of the system operationally for each site in collaboration with operational teams and identify opportunities
- To work with our IT Manager to understand the technical constraints and interdependencies of the Ticketing and Payment Systems

- To work with the Digital Marketing Team to understand the development of the website platforms and the integration of web store functionality into the sites and how we can optimise the customer journey
- To work with the Finance Team to understand the interdependencies with the finance reporting systems and the financial requirements of the system
- To work with the Customer Relationship Management Lead to understand the integration of the system with our CRM and e-communications functionality
- To work with the Head of Commercial Services to understand the interdependencies between the catering and retail offer with the system and identify any opportunities or efficiencies
- To work with the Group Sales and Trade Manager to understand the requirements of group booking functionality
- To develop a detailed understanding of our payment system requirements in collaboration with the Finance and Commercial Services Teams and identify any opportunities or efficiencies
- To work with our Governance Team to sense check any additional legal or compliance issues not identified through wider consultation
- To provide a series of summary findings through a comprehensive audit which demonstrates the strengths, weaknesses, opportunities and threats of the current system
- To use the information captured to develop a scope of works and detailed requirements for a new system and service support required to be put in place to support it
- To work with the NMRN procurement team to develop up a brief to be issued to potential suppliers in line with NMRN's procurement policies including a robust set of measurement and evaluation criteria

Package 2 To support NMRN through market review and procurement of a chosen system, working within its public procurement framework

Detailed requirements:

- To work with the NMRN procurement team and the core working group to support the procurement process for the systems
- To interrogate supplier responses to ensure they meet brief requirements and identify areas for further enquiry
- To provide NMRN with consultation regarding the suitability of the suppliers in meeting their short- and long-term needs
- To support the team in understanding how systems, processes and policies may be developed or amended to integrate new systems and to highlight any potential efficiencies that could be made during that process
- To advise NMRN on how any chosen systems could be delivered and the levels of investment that might be appropriate based on expected return on investment
- To share sector insight and knowledge on how shortlisted systems have been integrated into other visitor attractions and the approach NMRN might consider taking
- To support NMRN on the final appointment of chosen suppliers, and feed into the development of purchase and service support contracts to ensure they meet NMRN's requirements

Package 3 Providing Project Management Support through installation and implementation of the system

Detailed requirements:

- To work with the chosen suppliers and the working group to develop an implementation programme for integration of the new systems
- To act as a Project Manager on behalf of NMRN ensuring that the chosen suppliers are held to account for the delivery of the new systems to time and to budget
- To work with NMRN internal stakeholders to scope preparation and integration work that needs to happen with other system or service providers to enable integration of the new system
- To work with the new suppliers to ensure that robust reporting mechanisms are put in place enabling stakeholders to access performance data
- To establish account management and service support structure for the new systems, which NMRN will utilise beyond integration

5. CONTRACT DETAILS

5.1. DURATION OF CONTRACT

The contract will be for the period of project delivery. As stated in 4.2 we will not be able to confirm actioning all three packages of work until we have a better understanding of the costs involved.

For the purpose of this brief, we have developed an indicative timeline of the project from appointment of the supplier through to completion of implementation. However, we are open to feedback on this timeline, based on the chosen suppliers own experience and expertise.

- Consultant Supplier Tender Prepared and issued February 2023
- Consultant Supplier Appointed March 2023
- Consultant scopes needs of the business to develop the tender March -April 2023
- Tender documentation completed and issued May 2023
- Tender Returns July 2023
- Solutions appointments made September 2023
- Implementation process starts October 2023
- Solution live March 2024

It should be noted that our contract for Galaxy will expire on March 2024 so if we are unable to have new solutions live for that date or we need to run systems concurrently we need to consider in our timetable and any associated costs incurred.